

# COMPREHENSIVE MARKETING COMMUNICATIONS PROGRAM

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## NEWARK'S STRATEGIC OPPORTUNITY FOR ACCELERATED ECONOMIC EXPANSION

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MANAGED BY: CONNECTION-NEWARK

*DEVELOPED IN PARTNERSHIP WITH:*

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# Comprehensive Marketing Communications Program

## Newark's Strategic Opportunity for Accelerated Economic Expansion

### The Challenge

Very few would argue the fact that there is a Renaissance underway in Newark -- New Jersey's oldest and largest city. Investment by the public and private sectors over the last decade have given rise to scores of development projects that have improved the quality of life in all Wards of the City. The faith and commitment of many visionary companies and individuals in Newark has and will continue to restore the City to her former standing as a world class center of arts, culture, entertainment and commerce. The spectacular success of Newark's continuing metamorphosis is largely by virtue of the teamwork and resolve of those of us who live, work and play here.

Though much has been accomplished, there are still many challenges to meet. Many sections of Newark could benefit greatly from redevelopment and gentrification. Despite dramatic declines, the city's crime rate remains too high. The public educational system is improving, but test scores are still below average. Combating unemployment also remains a formidable task as does improving the level of health care and recreational opportunities afforded Newark's families.

Clearly, the problems borne out of poverty that threaten Newark's families must be solved in order for Newark to complete her Renaissance. Hundreds of organizations with thousands of employees labor every day to do just that.

There is another obstacle that must be overcome if Newark is to come full circle. Unlike the challenges facing Newark's disenfranchised residents, however, this obstacle remains almost universally ignored. Nevertheless, it remains as one of the largest threats to Newark's resurgence. It is the lack of an accurate perception of Newark as a great place to visit, live, work and play. As long as the public perception of the City remains unchallenged, attracting into Newark the businesses, people, jobs and investment necessary for a prosperous future will remain a monumental task.

This document is designed to provoke thought and spur commitment towards the mounting of a comprehensive "Newark Marketing and Communications Program" that is necessary to continue the momentum that so many have worked so hard to build.

The 21<sup>st</sup> Century World Class City is one that is First Class at: Thinking; Making; Trading; & Offering a World Class "Quality of Life".

## Statement of Goals

There is an unfilled need for a sustained and comprehensive long-term marketing communications program on behalf of Newark. This program must be comprehensive enough to alter, significantly and positively, the perceptions that people have of Newark. It must also inform people of all Newark has to offer. Additionally, it needs to be broad enough to do this on a regional, and optimally national, scale. It must do this in a manner sufficient to:

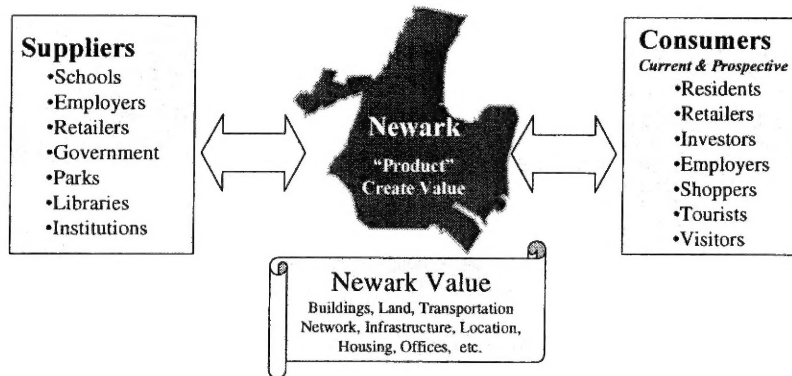
- 1) Attract new business, jobs and investment.
- 2) Attract new residents and shoppers
- 3) Attract new visitors to use Newark's retail, cultural, entertainment, tourist, religious, hospitality and educational resources.
- 4) Attract investors to the city to fuel its further redevelopment.
- 5) To keep those who live in or come to Newark for work, play or study within the City's borders for longer periods.

## Overview of Strategy

The web-based, multi-faceted multi-media program that will be required to "sell" Newark to current and potential "consumers" is not unlike a marketing campaign for any other product or service. Successful marketing campaigns usually try to influence consumer behavior in any combination of three basic ways. First, they may attempt to convince consumers that they do, in fact, have a need for the product or service being marketed. Second, campaigns may inform or introduce consumers to a product or service that they were unaware of or unfamiliar with. Lastly, they endeavor to make a consumer believe that they should use the product or service being marketed for one reason or another.

The most successful Newark marketing campaign would sway consumers in all three ways. The winning campaign will: 1) persuade consumers that they have an increased "need" for what Newark offers; 2) familiarize heretofore unversed consumers with all of Newark's offerings and; 3) influence consumers to understand that Newark can safely, conveniently and less expensively fulfill their wants and needs.

## Defining the Focus



*Newark can be thought of as a conduit that adds value to and links  
"Suppliers" and "Consumers".*

Before designing any winning marketing campaign, you must define the essential elements that will be included in it or impacted by it.

### The Product

An understanding of Newark as a "Product" is essential for the development of a successful marketing plan. In order to market something, it is helpful to know exactly what is. Newark is an aggregation of many things and is a product of its unique history. It has assets to be leveraged and challenges to be dealt with. Careful definition of the Newark to be marketed is key to marketing success.

### The Suppliers

The "Suppliers", entities like the Hospitals, Colleges, Law Firms, Stores Banks, Non-profits, etc., are a large part of what makes Newark what it is. Newark would not be Newark if it were not for the hundreds of these institutions that are and choose to remain here. It cannot be understated that a large part of what Newark "has to offer" is its stock of jobs, services, cultural institutions, etc. These organizations thrive and choose to remain here for many reasons. Chief among them is a belief that a Newark location affords them better access to whatever it is they need to stay in business when compared to somewhere else.

It is important to note that it may be difficult to designate specific organizations or types of organizations as strictly suppliers or consumers. In most cases, organizations either are, or have been, both. Prudential, for example, is clearly a "supplier" of jobs to Newark. Often, however, key decisions are made by Prudential with respect to whether or not to relocate employees here or place them somewhere else. As such, the decision makers at Prudential are "consumers" that must be made knowledgeable about what Newark has to offer in the way of transportation, labor pool, office space, parking, etc.

## The Consumers

The most important part of any successful marketing campaign are the target consumers. This is the group(s) to whom a marketing message is targeted and on whom success or failure depends. If the right group(s) of consumers are not delivered the right message, a marketing campaign can not achieve its objectives. It is therefore crucial to define clearly the segment(s) of the consumer market that must be reached.

There are some target consumer market distinctions that seem clear. Consumers are divided into two large groups, *internal* (current) and *external* (prospective). Internal consumers are those that are already here. These are the folks that live, work, play or visit Newark on at least a semi-regular basis. External consumers are those that fit a profile that makes them a good prospect (e.g. living within 60 miles) but, for one reason or another, use Newark sporadically if at all.

Defining and refining manageable target foci for a Newark marketing campaign will require a good deal of thoughtful dialogue. The real challenge with respect to this exercise is that the seemingly "right" answer for who must be reached is *everyone*. An old marketing axiom states that campaigns that try to reach everyone persuade no one. While the degree of truth of that statement is arguable, it does provide food for thought.

## The Message

Currently, we envision a web-based, multi-faceted multi media "image" campaign that will convey appropriate knowledge and information about Newark. It is most likely that this campaign will include reaching out through a combination of print, television, radio, direct mail, and the Internet. The degree to which this campaign will be "targeted", as opposed to nonspecific, will be an important planning decision.

A highly targeted campaign would require unique messages and different delivery method(s) for each target group. Looking at an example can illustrate this point.

Those considering relocating to the Newark area are arguably an important potential market target. Few would disagree that increasing the number of new families who choose to reside in the city is essential for Newark's Renaissance. In seeking to persuade prospective residents to consider Newark as their home, you must consider how best to reach this market and the message that they need to hear. Prospective residents would need to know about their opportunity to rent/buy quality housing at reasonable prices in safe and well located Newark neighborhoods. It would also be important to let them know about the access to public transportation, education and cultural activities that a Newark address would afford them.

A retailer considering a major investment in a Broad Street store front, on the other hand, would probably be more interested in the number of cars that drive up Broad Street each day or the demographic composition of those that live and work in a one mile radius. In addition to the distinct messages to be delivered, it is not likely that you could reach a significant number of representatives of both of these groups with an ad in one single place.

One could conversely argue that *all* of our identified consumer groups, regardless of their market segment, need to think of Newark as a safe, clean city that is undergoing a significant Renaissance and worthy of their attention. Decisions with respect to how broad or how targeted the campaign needs to be made during the planning phase.

## Feedback and Evaluation

Although the specifics will be defined during the planning phase, it is important to note that plans for extensive and rapid response and feedback loops and evaluation protocols will be included as essential components. Feedback will occur via a mixture of 800 numbers and internet-based services. Evaluation protocols will be designed to measure program effectiveness. These protocols will assess the degree of increases in consumer knowledge about Newark and its offerings and measure changes in popular perceptions regarding Newark. Whenever possible, "hard numbers" (such as changes in consumer use of Newark products) should be included in the design of evaluation protocols.

## Next Steps

Without a sustained, broad based marketing communications program, the City of Newark will lose a strategic opportunity to favorably reposition itself in public perception, accelerate the capture of new business, retain its existing business base and reposition itself as a visitor destination, center for higher education, culture, the arts, and attract new residents.

The timing of this campaign is critical if Newark is to leverage the favorable trends and more positive public attitudes that are emerging as the result of many of the exciting projects taking shape in Newark.

The first step will be to secure the City of Newark's buy in and commitment to rallying Newark's economic and business leaders to join with the City in a monumental marketing communications campaign. The campaign must be adequately funded and it must be sustained over several years.

An outline of activities that must be pursued over the next 12-18 months is as follows:

### 1. Accepting Responsibility - Commitment and Approval in Principle

- 1.1. City of Newark's Buy In
- 1.2. Business Community Buy In
- 1.3. Major Non-Profit Buy In
- 1.4. Select and Convene "Working" Group
- 1.5. Secure R & D (Phase I) funding

### 2. R & D (Phase I)

- 2.1. Secure Marketing Expertise
- 2.2. Articulate the Vision for Newark
- 2.3. Definition of Outcomes/Results
- 2.4. Identify and Secure Phase II Funding

### 3. Planning (Phase II)

- 3.1. Ideate Modalities of Accomplishing Outcomes
- 3.2. Selecting What to Do & How to Do It
- 3.3. Budgeting & Development of Written Plan & Timelines
- 3.4. Secure Support Commitments & Phase III Funding

### 4. Implementation (Phase III)

### 5. Evaluation